DEFENSE LOGISTICS AGENCY

BUSINESS SYSTEMS MODERNIZATION

Communications Strategy

A Briefing to the DLSC ESG

March 30, 1999

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Agenda

BACKGROUND

- The Business Systems Modernization (BSM) Challenge

ACTIONS

- What We Have Done So Far

NEXT STEPS

- Our Workforce, the Public, and Stakeholders

PROCESS

- Need/Requirements Approval Process

SUMMARY

- Bottom Line

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The Vision

Replace DLA's mission-critical legacy systems with an expanded enterprise computing environment and Commercial-Off-The-Shelf (COTS) software packages. This "Business Systems Modernization" strategy will result in a new enterprise computing architecture which will enable DLA to re-engineer its logistics processes to reflect best commercial practices. It will also contribute to improved military readiness by implementing a more interoperable shared data environment, achieving the Joint Vision 2010 concept of *Focused Logistics.*

What is Our Motivation…

- Introduce COTS to support DLA's Target Business Environment
- Retire SAMMS
- Achieve Continual Technology Insertion
- Implement Enterprise-wide "Commercial Best Practices" that cross current Functional/System Boundaries
- Support the Target Business Environment (DoD and DLA Strategic Plans)
- Eliminate Technically Obsolete and Unsupportable IT

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The Challenge

- Undoubtedly the most significant change in DLA since SAMMS
- Affects over 7,600 employees at the outset
- Changes not just the system, changes the business practices

What We've Done So Far

- Business Systems Modernization Steering Group (BSMSG) has met for nine months solidifying the overarching strategic goals
- Mission Need Statement is completed and in draft form before DUSD(L), ASD(C3I) and Joint Requirements Oversight Council (JROC)
- Integrated Process Teams (IPTs) established and meeting frequently
- Core IPT has spent a week learning about BPR, ERPS, APS and SCM
- Mr. Jones and Ms. DeVincentis have visited each ICP and explained the strategy, as well as, the vision

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Next Steps
A BSM Communication Strategy

- **For Our Workforce**
  - → **Transformation IPT**
  - → **BSMSG Offsite**
  - → **Townhalls**
  - → **Video**
- **For the Public…**
  - → **Web Site**
  - → **Print Media**
- **For Our Stakeholders**

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Transformation IPT

WORKFORCE

PUBLIC

STAKEHOLDERS

- **BSMSG needs to consider the establishment of a “Transformation IPT”**
- **Core IPT has serious concerns about their ability to integrate the business practice changes into the workplace**
- **Need to engage the mid-management non - technical community in the effort**
- ***“Mobilize the tremendous energy of our workforce….”***

BSMSG Offsite

- BSMSG will be invited offsite (special meeting)
- Purpose: Executive overview of what the Core IPT learned at KPMG
- Includes briefings on:
  - → Business practice re-engineering
  - → Industry practices vis-a-vis COTS
  - → Enterprise Resource Planning Systems (ERPS)
  - → Supply Chain Management Systems
  - → Advanced Planning Systems
  - → "Bolt-ons"

Town Halls

- Mr. Jones will speak to the Workforce
- Town Halls being used as the vehicle
- DSCC Town Hall conducted March 23, 1999
- Other Centers to be scheduled

Video

- Initial Meeting with DLA PAO on March 1, 1999
- Video script being developed
- Cost and time estimates being provided by Videographer
  (negotiating earliest possible timeframe)

Web Site

- Web Site developed and previewed at last BSMSG (Mar 2)
- CD version mailed to BSMSG on March 19 for comments
- Public information as well as password protected areas
- Actual launch of Web site planned for mid - April

Printed Media

- Preliminary ***DIMENSIONS*** article being completed
- Reporter/Photographer will attend BSMSG on April 7 for Photos and Quotes
- Actual article to appear in May - June Issue
- Expect the article to be "picked up" by ***FCW***, ***GCN***, and other publications

For Our Stakeholders

- **IPT may be required to develop a Comm Plan**
- **Need to articulate our vision to sponsors, customers and suppliers**
- **Web Site is a good start, but we need to expand on changes in business practices and the *Extended Enterprise***
- **Need to continuously keep our sponsors informed (DUSD(L), ASD(C3I))**

Approval Process

- Review level of BSM Program is “ACAT 1A”
- For Milestone 0 approval...
  - ➔Mission Needs Statement (MNS) approved at DLA level
  - ➔MNS is forwarded to DUSD(L)
  - ➔DUSD(L) endorses the MNS
  - ➔DUSD(L) forwards to JROC, as well as ASD(C3I)

DUSD(L) Role

- Functional Proponent for the Program
- Currently reviewing the MNS
- Interface with JROC and C3I
- Briefing to DUSD(L) Staff scheduled for 8 April

JROC Role

- Reviews ACAT 1A Programs with Joint interest
- JROC Action Officer identified
- Pre - JROC Briefing (06) Level can result in Milestone 0 approval
- Currently being scheduled after DUSD(L) briefing

C3I Role

- Oversees/Approves Program (cost, schedule, and performance)
- Overarching IPT AO meeting set for week of April 12
- C3I drafts the Acquisition Decision Memo
- C3I has requested membership on the following IPTs
  - ➔Testing
  - ➔Cost
  - ➔Support Plan (Telecom and Security)
  - ➔Performance Measures

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Bottom Line…

- BSM has been carefully managed so far:
  - → BSMSG
  - → IPTs
- Management from here on out:
  - → Change Management (*Workforce)*
  - → Communications Mgmt (*Public)*
  - → Program Management (*Stakeholders)*
- "Our biggest challenge will be culture change…"

  Mr. Roger Kallock (DUSD(L) Jan 21)